

# CONTINUOUS IMPROVEMENT LEAN COLLABORATIVE

**2015 Lean Systems Summit**  
*Where Government, Services, and Manufacturing Meet*  
AUGUST 6-7, 2015

## **Speakers & Presenters**

### **Summit Moderator**

#### **Robert Burke**

Executive Director, Value Innovation Partners  
President, Association for Manufacturing Excellence (AME) – Northeast Region

Robert Burke is the Executive Director of Value Innovation Partners, Ltd and the President of the Northeast Region AME. He is a certified Black Belt, Lean Sensei, holds a B.S. in Business Administration, and holds CPIM from the Association of Operations Excellence (APICS), as well as an ISO 9000 Assessor certificate.

He has held positions ranging from Materials Director, Production and Inventory Control Manager, Master Planner and Machinist. He has a broad background and experience in many different industries such as: Pharmaceutical, Medical Device, Packaging, Heavy Equipment, Aerospace and Defense, Chemical, Printing, Service, Stamping, and Specialty/ Engineered-To-Order Manufacturing. Bob provides training and implementation methods in areas of Lean Sigma Manufacturing, Pharmacovigilance, Supply Chain Management, Kaizen, Vendor Managed Inventory, Logistics Planning, and Supplier Certification.

Mr. Burke has co-authored dozens of articles published in *PharmaChem Magazine* (an international Pharma Journal) on the subject of Lean operations and has been published in the AME's *Target* magazine on Lean manufacturing. He has presented Lean Sigma workshops and sessions extensively at both national and international conferences -- AME, IIE Lean, ASQ Lean Sigma, SHS, NAM, Kavaq, MESW, Quality Expo – and to firms such as Pfizer, Bayer, Johnson and Johnson, Avery Dennison, graphic packaging, and ICI-Dulux. He is a member of AME, IIE, ASQ and APICS.

### **Opening Keynote Speaker**

#### **Maura Smith**

General Manager  
Toyota Production System Support Center (TSSC)  
Toyota Motor Engineering & Manufacturing North America, Inc. (TEMA)

Maura Smith is general manager of TSSC at Toyota Motor Engineering & Manufacturing

North America, Inc. (TEMA), located near Cincinnati in Erlanger, Kentucky. TEMA supports Toyota's engineering and manufacturing operations in North America. She is responsible for project management, paying special focus on timely delivery, quality and outcome as well as TSSC team member development.

TSSC is a not-for-profit corporation affiliated with TEMA which shares Toyota Production System (TPS) know-how with North American organizations that have a true desire to learn and adopt TPS; as a way to strengthen the quality, safety and productivity of their production system.

Smith began her career with Toyota in 2002 as a production control productivity specialist and progressed through a series of positions in the operations management development division (OMDD). In this role, she worked closely with Toyota's plants and suppliers to help streamline processes and strengthen TPS activities throughout North America.

Prior to her career at Toyota, Smith worked at Superior Technical Resources, Inc. and Hill-Rom Company, Inc.

She obtained a Bachelor of Science and Master of Science in Industrial Engineering from the University of Cincinnati.

### **Role of Top Management**

Based on interest from industry-wide organizations in North America, the Toyota Production System Support Center (TSSC) was created to help those wanting to learn more about the Toyota Production System (TPS). Since the early 90s Toyota has shared its manufacturing know-how with a diverse audience consisting of small to mid-sized manufacturing companies and nonprofits. TPS incorporates a philosophy of continuous improvement and has been a major contributor to Toyota's success. It is designed to reduce waste, improve productivity/quality and shorten lead time – with a special focus on people development.

Maura Smith will share Toyota's approach for developing and implementing TPS collaboratively with organizations outside Toyota. In addition, she will share the essential role that top management plays to help implement and drive sustainable TPS results, highlighting four key, challenging roles for very top management:

- Show strong visible commitment;
- Learn TPS correctly in detail;
- Build an environment that will surface problems;
- Go and see the shop floor in detail (frequently).

## **Afternoon Keynote Speaker**

### **Robert W. “Doc” Hall**

Chairman, Compression Institute  
Professor Emeritus, Kelley School of Business, Indiana University

Dr. Hall is Professor Emeritus of Operations Management, Kelley School of Business, Indiana University. His early career was as a chemical engineer for Eli Lilly and Union Carbide. In 1985 he helped found the Association for Manufacturing Excellence (AME), and for 22

years was Editor-in-Chief of its publication, *Target*. In 2003 he was honored with AME's lifetime achievement award. He received a Gold Medal for lifetime achievement from the Society of Manufacturing Engineers (SME).

"Doc," as he is known in industry, was one of the first examiners for the Malcolm Baldrige National Quality Award. He was a long-time judge for the Pace Award (for innovation among auto industry suppliers) and for *Industry Week's* 10 Best Plants Awards.

Doc began comparing American and Japanese manufacturing in the 1970s. In 1983 he wrote *Zero Inventories*, one of the first books detailing lean operations. In time he moved on to study leadership and culture in organizations exhibiting excellent operational performance. In 1990 he edited *Manufacturing 21*, a Japanese projection that catalyzed American programs to develop "agile manufacturing," "next-generation manufacturing," and pointed toward environmental sustainability.

In 1992 Doc wrote *The Soul of the Enterprise*, foreshadowing his newest book *Compression*, which projects that the challenges of the 21<sup>st</sup> century are so much more comprehensive than those of the 20<sup>th</sup> century that we must fundamentally rethink what we do and why. He is now chairman of the Compression Institute, which holds that our biggest challenges are not technical, but ourselves.

### **Beyond Lean – Way Beyond**

Technical revolutions like 3D are coming on quickly, and 3D processes alone could make or break many manufacturing companies, so technology and techniques get attention. We accept technical disruption even if our company is disrupted out of business because we believe that technical progress ultimately benefits us all.

We have many more beliefs: That a rising GNP benefits everyone. That a company should grow. That more is better than less. That money sooner is better than money later. That we benefit from economy of scale.

But technology comes with downsides as well as upsides, and society increasingly realizes this. On a finite planet, growth cannot go on forever. The consequences of that mother of all disruptions are not so well recognized.

Compression refers to a world entering this kind of change. Compression Thinking is a platform to shed old beliefs and enter a new era in business as well as operations. Lean is a stepping stone toward this new understanding. Don't stop having asked only five questions; ask hundreds of them.

## **Closing Keynote Speaker**

### **David Mann**

Principal, David Mann Consulting  
Faculty, Management Science, Fisher College of Business, Ohio State University)

David Mann is the principal of David Mann Lean Consulting. In 15 years of lean experience at Steelcase Inc., Mann developed and applied the concepts of a lean management system, supporting 40+ lean manufacturing value stream transformations, and then leading an

internal team that completed over 100 successful lean conversions in administrative and transactional value streams.

Mann's teaching and coaching experience includes lean transformation in manufacturing, enterprise business processes, and healthcare organizations. His practice includes lean and lean management implementation, troubleshooting stalled lean initiatives, as well as frequent training and speaking engagements on lean management.

Mann's Shingo Prize winning book, *Creating a Lean Culture: Tools to Sustain Lean Conversions*, has been translated into Portuguese, Chinese, Russian, Polish, Spanish, and Thai. The Third Edition was released in October 2014.

Mann serves as a Shingo Prize examiner and assessor for the Honda Lean Network. He is a member of the Saint Mary's Healthcare Lean Transformation Advisory Board in Grand Rapids, Michigan. He is an invited contributor to *Frontiers of Health Services Management* and has been a frequent contributor to and member of the editorial board of the Association for Manufacturing Excellence's publication *Target*. He edited *Target's* Single Point Lessons feature, and also served on the board of AME's Great Lakes Region for 10 years. He is a faculty member in the Management Science program at the Fisher College of Business, Ohio State University.

David Mann is an organizational psychologist, earning his Ph.D. at the University of Michigan.

### **A Lean Management System and Leader Standard Work**

This Keynote will lay out the case for a lean management system and describe its behaviors, practices, and tools. It will then focus on the sequence of implementing its elements and the lean ecosystem that is created with lean production and lean management linked in appropriate sequence.

That is, it covers a frequent question: Where do we start with lean management? The timing of introducing leader standard work emerges as a crucial element in a successful implementation sequence.

The need for a parallel implementation of a lean management system (LMS) to sustain and extend the gains from application of lean tools emerges as a response to a missing link in lean. Lean's tools, when competently applied, always work. Yet, the vast majority of lean implementations fail to be sustained no matter their objective success. If management continues to ask for what it always has, the lean initiative quickly loses steam and fades.

Lean management's straightforward tools, behaviors, and practices, derived from real world experience, prove to provide the missing link: a system that helps managers support the dramatically different environment of lean production. Case studies will provide examples of failures and successes in lean management and recommendations where to start, how to create the value proposition, and pitfalls to avoid.

# Presenters

## **Stephanie Armstrong**

Process Improvement Analyst  
Central Maine Healthcare

**Seminar:** The SDCA Cycle: from defining best known sequence to implementation and beyond; how to standardize and stabilize processes in a continuous improvement organization

**Workshop:** Integrating a Continuous Improvement Operating System through Leadership Training

Stephanie Armstrong is a Process Improvement Analyst at Central Maine Healthcare (CMHC). She has worked at CMHC for 6 years with the last 2 in her current role as an analyst.

The primary focus of her role is to provide education of continuous improvement tools and techniques to help spread throughout the organization, as well as coaching and data analysis for improvement initiatives. Along with her co-workers, Stephanie facilitates the ongoing training and development of leaders in a course known as the Central Maine Operating System (CMOS).

Stephanie has been trained in Lean concepts through the CMOS course, has a green belt in Lean/Six Sigma, an AAS in Business Administration and Management and is currently pursuing her BS in Management and Leadership with a bridge to a Masters in Healthcare Administration.

## **Davis Balestracci**

Statistician, Improvement Specialist, Author  
Harmony Consulting

**Seminar:** Lean and Leadership: a framework – and surprising catalyst – for creating a culture of true excellence

**Workshop:** Creating the Time for a Successful Lean Effort: A Surprising Catalyst for Excellence

Davis Balestracci has uniquely synthesized left-brain (analytical) and right-brain (psychological) elements of quality into an approach designed to transform organizations.

He recognizes the frustrating inherent realities lurking in the everyday world of the quality practitioner related to poor cultural data skills and the resulting wasted time and effort. He delivers a message of “data sanity” through an internationally acclaimed passionate, provocative, challenging, yet humorous and down-to-earth public speaking style.

More than one “math phobe” has thanked him for a statistical approach that neither bores nor tortures them, claiming: “Wow...I FINALLY get it!”

Since 2005, Mr. Balestracci has been a regular contributor to Quality Digest on applying statistical methods to everyday work, facilitating cultural resistance, and educating organizational culture. In addition to diverse consultations, he has also presented at the Lean Systems Summit, as well as at the CILC-BTC *Third Friday* series.

His book Data Sanity: A Quantum Leap to Unprecedented Results (with a Foreword by Dr. Donald Berwick), broadens and integrates the concept of "variation" into an innovative approach to leadership.

Davis holds a M.S. degree in statistics.

### **Danielle Begin, RN, BSN**

MaineGeneral Medical Center

**Workshop:** Staff Ideas turned into action using A3 for systematic process improvements in a hospital setting

Danielle Begin, BSN, RN graduated from Kennebec Valley Community College in 2012 with her ADN and then shortly thereafter completed her BSN at the University of Maine at Fort Kent in 2014.

Her inpatient unit has been working on lean initiatives over the past two years, including improving the process of discharge, gemba walks, and 5S organization. These were her first experiences with improving process design with the use of lean.

Danielle began to observe a problem with the process of caring for patients on telemetry and worked with colleagues and management to create a problem-solving A3. She is helping her unit to integrate staff-driven improvement and daily metric tracking to improve the quality of care of telemetry patients.

### **Robert Burke**

Executive Director, Value Innovation Partners, Ltd.

President, Association for Manufacturing Excellence (AME) – Northeast Region

#### **Summit Moderator**

**Workshop:** Lean Supply Chain

Robert Burke is a Partner and Executive Director of Value Innovation Partners. He is a certified Six Sigma Black Belt, Lean Sensei, CPIM from the Association of Operations Excellence (APICS), and holds an ISO 9000 Assessor certificate. He is the President of the Association for Manufacturing Excellence-Northeast Region. He holds a B.S. in Business Administration.

He has held positions ranging from Materials Director, Production and Inventory Control Manager, Master Planner and Machinist. He has a broad background and experience in many

different industries such as: Pharmaceutical, Medical Device, Packaging, Heavy Equipment, Aerospace and Defense, Chemical, Printing, Service, Stamping, and Specialty/ Engineered-To-Order Manufacturing. Bob provides training and implementation methods in areas of Lean Sigma Manufacturing, Pharmacovigilance, Supply Chain Management, Kaizen, Vendor Managed Inventory, Logistics Planning, and Supplier Certification.

Bob has co-authored dozens of articles published in *PharmaChem Magazine* (an international Pharma Journal) on the subject of Lean operations and an article published in the AME's *Target* magazine on Lean manufacturing. He has presented Lean Sigma workshops and sessions at both national and international conferences: AME, IIE Lean, ASQ Lean Sigma, SHS, NAM, Kavaq, MESW, and Quality Expo. He is a member of AME, IIE, ASQ and APICS.

### **Kymberly Dakin-Neal**

Principal, Voice Into Learning

**Workshop:** Processing Conflict More Efficiently with Shift/POV

Kymberly Dakin-Neal, MS. Adult Ed, is the Founder and Principal of Voice Into Learning, which offers specialty: Voice Coaching and Experiential business trainings for fully realized employee potential, improved company morale, and increased productivity.

Kym works with the Standardized Patient program at Maine Medical Center, bringing communication expertise into medical residency programs.

She is the creator of ShiftPOV, a unique group facilitation tool recently accepted into Maine Center for Entrepreneurial Development's 2015 Top Gun program.

Her teaching credentials include Bowdoin College, USM, University of New Hampshire and University of New England.

### **Rabun Dodge, RN**

Resource Nurse, MaineGeneral Medical Center

**Workshop:** Using Visual Management to Improve the Inpatient Discharge Process

Rabun is the resource nurse on a 36-bed Medical Surgical/Telemetry/Oncology unit at Maine General Medical Center in Augusta.

She has worked in the acute care setting for 15 years doing direct patient care, as a preceptor for students, and orienting new staff, as well as in the relief charge role. She also supports the Nursing staff as a Wound Treatment Associate and has just completed the NICHE (Nurses Improving Care of Health System Elders) training to be a resource in caring for the Geriatric population.

For the last 3 years Rabun has worked as the Resource Nurse on 2 West at Maine General where she works to engage and assist staff with the quality and Core Measure guidelines along with patient and employee satisfaction goals.



Rabun has assisted with the implementation of many new healthcare initiatives at Maine General, including Relationship Based Care, improving and streamlining the Medication Reconciliation process, and most recently using visual management to improve the inpatient discharge process.

### **Stephen Dombrowski**

Director, Employee and Organizational Development  
Connecticut Department of Labor

#### **Workshop:** Revolutionizing State Government through Lean

Steve has worked at the State of Connecticut, Department of Labor for twenty-three years in management capacities including as Labor Market Research Analyst and Marketing & Client Services Manager for Lean Government Services. Steve took on a supportive housing/employment services coordinating role, at the State Office for Workforce Competitiveness, as an on-loan executive from 2007 until 2011. His duties included inter-agency data dissemination and conference management, one-stop job center oversight, and lean management training programs, labor market information presentations, & public information forums for agency services.

Steve became Director of Employee and Organizational Development for the Department in August, 2012.

Prior to working in the public sector, Steve held sales and research positions in the financial services industry with the Hartford Insurance Group and Merrill, Lynch, Pierce, Fenner and Smith.

Steve is a graduate of the University of Connecticut, holding a bachelor's degree (BA) in Statistical Sociology and a master's degree (MA) in Human Resource Development, from American International College, Springfield, Mass.

Steve is active in community and civic volunteer programs, especially with Blue Hills Civic Association and networking for groups of job seekers, volunteering for the Employer Support for the Air National Guard & Reserve (ESGR). Steve also serves on the Continuous Improvement Lean Collaborative's Steering Board and its Summit Planning Team.

### **Christine Doucette**

Process Improvement Coach  
Central Maine Healthcare

**Seminar:** The SDCA Cycle: from defining best known sequence to implementation and beyond; how to standardize and stabilize processes in a continuous improvement organization

**Workshop:** Integrating a Continuous Improvement Operating System through Leadership Training



Christine Doucette is a Process Improvement Coach at Central Maine Healthcare (CMHC.) She has worked at CMHC for 18 years with the last 4 in her current role of PI coach. The main focus of her role is as an educator of continuous improvement tools and techniques and as a coach in Gemba to help spread the continuous improvement initiative within the organization.

Along with her co-workers, Christine facilitates the ongoing training and development of leaders within the organization in a course known as the Central Maine Operating System (CMOS.)

Christine has been trained in facilitation, project management and Lean concepts, has a green belt in Lean/Six Sigma, a BA in Arts and Humanities, and is currently seeking her MA in Leadership and Organizational Development.

### **Dr. Darlene Dumont**

Director of Learning  
Lean Enterprise Institute (LEI)

**Workshop:** The Change Management Side of a Lean Transformation

Dr. Darlene Dumont, the Director of Learning at the Lean Enterprise Institute, has over 24 years of diverse business experience with demonstrated results in organizational transformation, executive coaching, systems-thinking, scientific problem-solving, strategy deployment, consulting, curriculum design for universities and organizations, project management, and organizational design (OD).

She has worked in a variety of industries, including healthcare, aerospace, nuclear, insurance, academia, and the Department of Defense. She is a retired officer of the Air National Guard and, prior to becoming a lean practitioner, was an accountant.

Darlene began her lean journey while working in the aerospace industry in 2000 and has since applied that knowledge to many processes and organizations and transferred the learnings to hundreds of people as an advisor, trainer, consultant, and professor.

In 2012, she completed her doctorate while working in healthcare. Her action-research combined a variety of models and concepts to compliment lean thinking and practice and resulted in a methodology called "Relationship-Centered Lean™." The approach empowered and engaged multi-disciplinary staff throughout the hospital and resulted in a 40% reduction in patient falls within 18 months.

### **Bob Elliott**

Continuous Improvement Manager  
Greater Boston Manufacturing Partnership, Inc.

**Workshop:** Respect for People via Standardized Work: A hands-on experience

Bob Elliott is a continuous Improvement Manager for GBMP, a nationally recognized leader in Continuous Improvement (TPS) education and facilitation.

Bob, a former GBMP client and Board of Directors member, has been involved with GBMP since the early 1990's. Bob has held top-level Operations Management positions at several local Massachusetts companies. Bob holds a BS in Operations Management from Northeastern University in Boston.

He has been involved with the Shingo Prize as an examiner for Shingo applicants, including Raytheon and Snap-On Tools. Bob has been a frequent speaker/presenter at SME's Eastec, a New England manufacturing exposition held in Springfield MA, as well as the Worcester chapter of SME. Bob has also presented at GBMP's annual Northeast Lean Conference.

Bob has facilitated training and implementation of Lean Principles in many World-Class organizations including Raytheon, Drager Medical, Flexcon Industries, Mersen, Norfolk Southern Railroad to name a few. The training and implementation in these organizations has resulted in reduced lead-times, quality and productivity improvements and cost reductions. Below are links to case studies showing examples of these types of improvements from a few local companies.

Innovent Technologies - [http://www.gbmp.org/files/innovent\\_cedac.pdf](http://www.gbmp.org/files/innovent_cedac.pdf)

Dacon Construction and Accurounds -

[http://www.gbmp.org/images/stories/about/dacon\\_accurounds.pdf](http://www.gbmp.org/images/stories/about/dacon_accurounds.pdf)

Bob's experience is not just related to manufacturing industries. He has, for example, spent time working in Healthcare organizations including Concord Hospital, Lowell General Hospital, Mass General, Emerson Hospital and Somerville Hospital to name a few. He has also worked with other service industries such as Mass Mutual Insurance Company and Dacon, a design, architecture and construction company.

### **Erik Frederick**

Chief Operating Officer  
Pen Bay Healthcare

#### **Seminar:** The Journey to Operational Excellence – Pen Bay Healthcare's Lean Experience

Erik Frederick has been the Chief Operating Officer for the Pen Bay Healthcare System since October, 2013.

Prior to arriving at Pen Bay Erik served in a number of operating roles for the for-profit Vanguard Health Systems. This included roles as the Director of Operations at the 627-bed Baptist Medical Center in San Antonio, Texas and the Chief Operating Officer at the 220-bed Weiss Memorial Hospital in Chicago, IL. His last role was the Regional Director of Lean Operations for the 4-hospital Vanguard market in Chicago.

Erik is a US Army combat veteran.

## Anne Frewin

Director, Process Improvement  
Central Maine Healthcare

**Seminar:** The SDCA Cycle: from defining best known sequence to implementation and beyond; how to standardize and stabilize processes in a continuous improvement organization

**Workshop:** Integrating a Continuous Improvement Operating System through Leadership Training

Anne Frewin is the Director of Process Improvement at Central Maine Healthcare (CMHC) where she has an amazing team of two coaches and a project manager.

During her tenure as director, her team has trained over 80% of the organization's leadership team and a number of other staff in using lean tools and techniques such as standard work, A3 thinking, 6S, Visibility Walls, and Leader Standard Work. The PI team has been engaged in various projects across the hospital such as reducing patient falls and infections in the regional hospitals, reducing *Left Without Being Seen* (LWBS) patients in the Emergency Department, and standardizing the referral process in primary care offices.

Anne has an MHA, a green belt in Lean/Six Sigma, and is pursuing a Master of Arts degree in Organizational Leadership.

## Scott Gauvin

CEO, MACRESO

**Workshop:** Finding True North

Scott is a seasoned change agent with over 22 years' experience successfully helping organizations realize their potential. Throughout his career, Scott's focus has been on driving performance gains through organizational alignment and a progressive approach to operations strategy. He has advised companies the world over and across a wide range of industries including pharmaceuticals, biotech, consumer goods, medical devices, agriculture, packaging and industrial manufacturing.

In addition to driving the growth of Macresco's consultancy practice, Scott counsels client organizations in transition and is most often involved in strategic endeavors that include assessing a company's capabilities and capacity for change as well as innovating underperforming business models to improve Total Cost of Ownership and market opportunity.

Prior to launching Macresco, Scott was a business management consultant and began his career in the tech space specializing in systems design and architecture.

Scott holds a BA from the University of Massachusetts, an MBA from Boston University, and is a Six Sigma Black Belt

## **Robert B. Hafey**

President, RBH Consulting

**Seminar:** The Safe Path to Lean Operational Success – Employee Engagement and Culture Change

Robert is passionate about continuous improvement and has a broad range of operational, maintenance, and safety experience.

He authored the first book that linked lean to safety - Lean Safety – Transforming your Safety Culture with Lean Management, followed by Lean Safety Gemba Walks – A Methodology for Workforce Engagement and Culture Change. He is a skilled and highly acclaimed presenter and facilitator whose work has taken him to China, Australia, Ukraine, England, Canada, and the US.

He is currently the president and founder of RBH Consulting LLC which assists businesses on their lean journey by helping them understand the safest and surest path to lean success -- integrating safety into lean culture and lean culture into safety -- is employee engagement, a proven path to culture change and lean implementation.

Robert has had extensive experience in manufacturing operations and maintenance, with the first part of his career at U.S. Steel Corporation followed by over twenty years at Flexco. For the last eighteen years there, he was directly involved in the definition and implementation of continual improvement.

He has served on the national board, as a regional board president and regional board member and has been a volunteer member of three AME annual conference teams. He has presented continuous improvement material at AME, SME, PMA, APICS, NIBA, Manufacturing Institute (Manchester, UK), NAEM, Assembly Technology Expo, MRO Today, IMTS and Reliable Plant sponsored conferences.

He firmly believes in the email signature tag line he created: “You can continuously cope or you can continuously improve – the choice is yours!” He considers continuous improvement a creative endeavor and he enjoys and finds time for many other varied activities that center on creativity.

## **Deborah A. Karter, RN, BSN**

Administrative Director of Inpatient Services  
MaineGeneral Medical Center

**Workshop:** Using Visual Management to Improve the Inpatient Discharge Process

Deborah A. Karter, M.S.N., B.S.N, R.N. has enjoyed forty-two years of professional nursing practice that includes leadership, management, and clinical nursing at MaineGeneral Medical Center, Augusta, Maine.

She has had the opportunity to work in many diverse clinical areas of healthcare including Behavioral Health, Critical Care, Cardiac Rehabilitation, Cardiac Catheterization Lab,

Emergency Department management, and Employee Wellness.

For the past twelve years, she has been employed in leadership and management positions. Currently, she is in an administrative nursing director role with areas of responsibility that include Inpatient Medical- Surgical Units, Critical Care Services, Dialysis, and Spiritual Care.

She has always loved being a nurse and never viewed nursing as just a job, but as a unique privilege. Caring for patients, mentoring new nurses, managing programs, and leading people has been a gift and an incredible opportunity throughout her career.

### **Robert Kilgore**

Continuous Improvement Manager  
Geiger Group

#### **Workshop:** Idea Generation— Your Competitive Advantage

Rob Kilgore is the Continuous Improvement Manager for GeigerGroup. In this role, Rob has developed and delivering a robust internal Continuous Improvement training program that is focused on Lean Office and Services. He also serves as a facilitator and occasional project manager for kaizen teams.

Rob has worked to build GeigerGroup's reputation in the local Lean community by providing consulting services to the University of Southern Maine's Lewiston/Auburn Campus staff, by serving as a guest lecturer for their Lean Certificate program, and participating in the round tables hosted by the local chapter of SME. Rob has also presented at the Lean Systems Summit in Portland Maine, with sessions dealing with Lean for the Office and Lean Sales and Marketing.

Rob holds a B.S. in Public Administration from the University of Maine at Augusta, and is currently working towards his M.B.A. at the University Of Southern Maine School Of Business.

Rob is an SME Lean Bronze Certified Sensei (LBC-Sensei), as well as a Master Advertising Specialist (MAS) with the Promotional Products Association International (PPAI). Rob also holds the internal Geiger certification of Continuous Improvement Leader (CIL), a program that he was instrumental in developing and implementing.

### **Dawn King, RN, MBA**

Nurse Manager, MaineGeneral Medical Center

#### **Workshop:** Staff Ideas turned into action using A3 for systematic process improvements in a hospital setting

Dawn is the Nurse Manager of two inpatient units at MaineGeneral Medical Center.

She has worked in leadership roles for the past eighteen years as Director of Nurses in

Long-Term Care, Senior Resident Care Director in an Assisted Living, and Director of Nursing of Med/Surg and ICU units.

Throughout her healthcare career, Dawn has worked to develop continuous improvement programs. Quality of service and patient overall experience have been major focal points in the nursing leadership roles she has held.

Dawn holds an MBA and BS in Organizational Leadership from Southern New Hampshire University. Her Associate Degree in Nursing was earned at the University of Maine-Augusta.

### **Liz Kingsbury, RN**

MaineGeneral Medical Center

**Workshop:** Using Visual Management to Improve the Inpatient Discharge Process

Liz Kingsbury is an RN on 2-West, an inpatient telemetry and oncology inpatient unit. She is active with their Lean improvement efforts and the use of the A3 methodology.

### **Kevin Lane, MSB, BSW, LSW**

Manager, Care Management  
MaineGeneral Medical Center

**Workshop:** Using Visual Management to Improve the Inpatient Discharge Process

Kevin Lane is the Manager of Care Management at Maine General Medical Center.

He has been with Maine General for over twenty-three years and has had the opportunity to work in home health, acute rehab, and now at the MaineGeneral Medical Center.

For the past six years he has taken on a leadership role within the care management department and has oversight of twenty-one staff who are responsible for managing the discharge process for Maine General patients. He has concentrated efforts to streamline the discharge process.

Kevin holds a Bachelor's degree in Social Work and a Master's in Business.

### **Richard E. Mallory**

Principal Consultant, CPS HR Consulting  
Chair, American Society for Quality, Government Division

**Workshop:** How Auditable Standards Can Drive the Next Generation of LEAN

Richard Mallory is a nationally recognized expert and consultant in public sector management and serves as the Chair of the Government Division of the American Society for Quality (ASQ). He is currently a Principal Consultant and Senior Project Manager for CPS HR Consulting of Sacramento, California.

His recent clients include the California Franchise Tax Board, the California State Water Project, and the Housing Authority of the County of Santa Clara. Mallory has a broad background in government, including three years as a professional staff member to a U.S. Senator, nine years as a senior executive in both state and federal government, and nineteen years as a consultant to federal, state, and local governments.

This unique knowledge of government operations comes from not only his experience as a consultant to hundreds of jurisdictions and agencies throughout the United States but also as a former Director of the California Department of Housing and Community Development and as the former California-Nevada State Director for the U.S. Department of Agriculture.

Mallory is a seven-time Examiner for the Baldrige Award -- six times for the California State Award and once at the National level.

He is the author of Management Strategy: Creating Excellent Organizations and the soon to be released Quality Standards for Highly Effective Government. He holds a Master's Degree in Management and is a Certified Project Management Professional.

## **Daniel Markovitz**

President, Markovitz Consulting

### **Seminar:** Building the Fit Organization

Dan Markovitz is president of Markovitz Consulting, corporate efficiency-training firm specializing in the application of Lean manufacturing principles to business processes. He is a faculty member at the Lean Enterprise Institute and teaches at the Stanford University Continuing Studies Program. He also lectures at the Ohio State University's Fisher School of Business.

His first book, A Factory of One: Applying Lean Principles to Banish Waste and Improve Your Personal Performance, was honored with a Shingo Research Award in 2013. He also has a forthcoming book, Building the Fit Organization.

Markovitz has published articles in the Harvard Business Review blog, Quality Progress, Industry Week, Reliable Plant, and Management Services Journal, as well as other magazines.

Among other clients, he has worked with Qualcomm, WL Gore & Associates, the University of California, American Express, Merrill Lynch, the law firm of Fenwick & West, the NYC Department of Health, and Planned Parenthood of New York City. Earlier in his career, he held management positions in product marketing at Sierra Designs, Adidas, MarkBuilt Construction, CNET and Asics Tiger, where he worked in sales, product marketing, and product development. He also has experience as an entrepreneur, having founded his own skateboarding footwear company.

Markovitz lived in Japan for four years and is fluent in Japanese. He holds a BA from Wesleyan University and an MBA from the Stanford University Graduate School of Business.





## **Patricia Morini, LCPC, LADC**

Lean Specialist, MaineGeneral Medical Center

**Workshop:** Staff Ideas turned into action using A3 for systematic process improvements in a hospital setting

Patty Morini, now a Lean Specialist, has been using rapid cycle change in the non-profit outpatient counseling program at MaineGeneral Health since 2007.

Her projects have improved areas such as access to care (by essentially eliminating a waiting list), show rates for appointments, retention in substance abuse services, co-pay collections, and communication with other hospital departments (which directly improves customer care).

She subscribes to the idea that change is constant and that we have to constantly look at the relationship between data and processes to improve our systems of care.

## **Jessica Nalesnik, RN**

Care Manager  
MaineGeneral Medical Center

**Workshop:** Using Visual Management to Improve the Inpatient Discharge Process

Jessica Nalesnik is a nurse care manager at MaineGeneral Medical Center's Alford Center for Health. She helps to coordinate care and discharge planning for patients.

She has been in care management for just over 2 years now, but has been with MaineGeneral for over 11 years.

## **Emily M. Passino**

Senior Management Consultant  
Office of Consulting Services  
Tennessee Department of Finance & Administration

**Seminar:** Map vs. Mapping

**Workshop:** The Hardest Thing about Doing Lean....

Emily Passino is a Senior Management Consultant with the Tennessee Department of Finance & Administration.

She has, for the past eleven years, focused on leading Lean Thinking in Government Initiative; consulting with health-related initiatives; leading teams to improve business processes; strategic planning; collaborative assessments of organizational structure and design; and general meeting/workshop facilitation. In addition to her interest in management and analysis, she is skilled in helping people collaborate and discover practical solutions.

Prior to this she was the Director of the Office of Strategic Planning and the Administrator

of Program Development and Analysis for the TN Department of Safety, as well as a Personnel Research Psychologist in the TN Department of Personnel.

Emily holds a Ph.D. in Industrial Organizational Psychology from the University of Tennessee-Knoxville.

### **John Perrotti, III, CMRP**

Vice President  
Fuss & O'Neill Manufacturing Solutions, LLC

#### **Seminar:** Introduction to Total Productive Maintenance

Mr. Perrotti is Vice President in the Fuss & O'Neill Manchester office and leads various disciplinary efforts for its Manufacturing Solutions group.

He is an expert in machine guarding and developing unique machine guarding solutions. He has performed machine hazard risk analysis utilizing lean concepts. He is an expert in electrical safety - NFPA 70E compliance, and Lock Out/Tag Out Procedures. Mr. Perrotti has extensive knowledge within the metalworking industry, providing support solutions for regulatory compliance and methods for increasing production.

Mr. Perrotti is also a trainer for increasing production on clients' factory floors. He has led many Total Productive Maintenance sessions. He has also performed training and support in Maintenance Manager 101, Troubleshooting Techniques, Set Up Reduction, and Utilizing a Lean Approach to Safety.

Mr. Perrotti believes in "hands – on" involvement and innovative team approaches to improve equipment effectiveness. He has lead clients to improve the productivity and reliability of their manufacturing equipment. Mr. Perrotti has unique problem solving abilities and troubleshooting techniques. He is a Certified Maintenance and Reliability Professional having achieved that certification in 2010.

### **Daniel Pfendt**

Advanced Manufacturing Engineer  
New Product Transition, IDEXX Laboratories

#### **Workshop:** Creating Continuous Flow

Dan is an Advanced Manufacturing Engineer on the New Product Transition team at IDEXX Laboratories in Westbrook, Maine.

In this role, he is a conduit between Research & Development and Operations to ensure the feasibility and viability of product design and that a robust manufacturing process is delivered to the Operations group. The Transition team recently launched the Catalyst One instrument. Dan is currently working on the reagent consumable manufacturing process.

He is Lean Bronze certified by the Society of Manufacturing Engineers (SME). He holds a

Master's of Science degree in Operations Management, as well as a Bachelor of Science in Mechanical Engineering, from Kettering University in Flint, Michigan.

Prior to coming to IDEXX Laboratories, he spent 12 years at Ford Motor Company and Visteon, where he was introduced to Lean concept and manufacturing process launches. During this time he learned all aspects of the business as a Manufacturing Engineer, Production Supervisor, and Industrial Engineering Manager.

### **Michelle M. Radloff**

Director of Operational Excellence  
Pen Bay Healthcare

#### **Seminar:** The Journey to Operational Excellence – Pen Bay Healthcare's Lean Experience

Michelle Radloff is a Lean Six Sigma Master Black Belt who facilitates the Operational Excellence Program at Pen Bay Healthcare, a member organization of Maine Health.

Michelle came to Pen Bay with over 28 years of healthcare experience, twelve in medical operations and quality improvement.

Michelle embarked on her personal Lean journey back in 2005 while working for a Brain Injury Rehabilitation Center, utilizing Lean principles and tools to improve workflows and processes. It was not until working as the Director of Clinical services at a small rural Maine hospital that she was able to put the fundamental, grass roots principles of Lean into actual practice. That success and experience led her to obtain her Black Belt in Lean Six Sigma in 2012.

In 2014 Michelle accepted the opportunity to help lead Pen Bay in their journey to a Lean Enterprise -- a journey that had begun the previous year and was fully supported by leadership.

In an effort to "deepen the bench" at Pen Bay and other regional hospitals, Michelle received her Lean Six Sigma Master Black Belt in December 2014 and developed a comprehensive Green Belt Program based on the key tools of Pen Bay's Operational Excellence Program. This program is now offered to Pen Bay employees as well as other healthcare professionals in Maine.

### **Mark A. Stankiewicz**

Employee and Organizational Development  
State of Connecticut

#### **Workshop:** Revolutionizing State Government through Lean

Mark Stankiewicz has held a variety of administrative positions throughout his twenty-eight year career with the Connecticut Department of Labor. He is currently in the Agency's Employee and Organizational Development Unit, which serves as the professional development arm of the CTDOL.

Prior to this, Mark was the Program Manager for the Agency's Workforce Investment Act, responsible for authorizing more than \$21 million in training, employment programs and services for eligible youth and adults.

During his nine-year assignment as the Operations Coordinator in the Agency's Office of Research, Mr. Stankiewicz was the Agency's Lead Representative for Team Connecticut's SUBASE Strike Force, where he was responsible for analyzing the economic impact of the proposed SUBASE New London closure on the Connecticut and New England economies.

In 2004, Mr. Stankiewicz was appointed by the Commissioner of Labor to establish the Agency's Center for Lean Government, which has completed more than twenty-five internal and external events resulting in \$8.4 million in annual cost savings to the Agency.

Before his employment with the Connecticut Department of Labor, Mark worked in various capacities at Bodine Assembly and Test Systems in Bridgeport, Connecticut – a recognized leader in automated assembly technology.

Mark holds a Bachelor of Science and Masters' Degree in Business Administration.

### **Kelli L. Sullivan**

Manager, Training, Lean, and Communications  
Connecticut Department of Revenue Services

#### **Workshop:** Revolutionizing State Government through Lean

Kelli Sullivan is Manager of the Training, Lean and Communications area at the Connecticut Department of Revenue Services (DRS). Kelli has been a part of DRS's Strategic Planning office since 2011. During that time DRS has completed over forty Strategic Projects and Lean initiatives.

Kelli coordinates all Lean events, training, and process improvements for DRS along with her dedicated "Lean Team". In addition to the work in Lean, her unit recently conducted mandatory Plain Language training for 650 employees as well as introducing new initiatives in e-learning and expanding the classroom training opportunities. She also oversees internal and external communications including the DRS internet.

Kelli is a member of the LeanCT Statewide Process Improvement Steering Committee and sub-committee member on the "Lean Roadshow" as well as the KPI committee.

Her first 28 years at DRS were spent as the assistant manager of the Business Office applying her background in Business Administration/Management and overseeing the areas of accounts payable, accounting, inventory and travel.

She has served as president of the Yankee Chapter of the National Property Managers Association and is a certified Professional Property Specialist. She recently completed the Connecticut Training and Development Networks seven-month *Train the Trainer* Program.

## David Verble

Consultant, Lean Transformation Group  
Faculty, Lean Enterprise Institute (LEI)

**Workshop:** What is Humble Inquiry? Why is it so important for leaders and so hard to do?

David applied his organizational skills at Toyota's Georgetown, KY, plant where he worked in management and organizational development during the facility's startup phase and beyond.

During his 10 years at Toyota, David became the manager of Human Resource Development at Georgetown and then manager of Human Resource Development for North American Manufacturing at Toyota's manufacturing headquarters in Erlanger, KY.

Before his tenure at Toyota, David was responsible for organizational development as assistant to the Dean of the College of Education, University of Kentucky.

He currently aids companies implementing lean through Lean Transformation Group and is on the faculty for the Lean Enterprise Institute (LEI).

## Judy Worth

Consultant, Lean Transformation Group  
Faculty, Lean Enterprise Institute (LEI)

**Seminar:** Change Agent Skills for Lean Implementation Leaders

Judy Worth got her first introduction to lean from one of her business partners, who left their company in Lexington, KY, to work at the start-up of Toyota's first North American plant in Georgetown, KY.

She got additional exposure to value-stream mapping when she served as instructional designer for LEI's *Mapping to See* Kit for lean in office and services.

For the past nine years, Judy's focus has been on implementing lean in healthcare. She has extensive experience facilitating value-stream mapping workshops in healthcare organizations, including hospitals and primary care and has also provided training and coaching services for healthcare in-house lean facilitators.

Judy is the co-author of the LEI publication, *Perfecting Patient Journeys*, a step-by-step guide for moving from value-stream mapping to sustainable continuous improvement. She is also co-author of a white paper on lean competencies, "Building Capability for Success with Lean: The Critical Competencies."

She currently aids companies implementing lean through the Lean Transformation Group and serves on the faculty for the Lean Enterprise Institute (LEI).